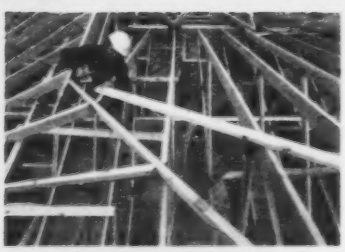
SPIRIT *of* 2010

A Human Resource Strategy for British Columbia



DOC
BC
S459
D:H8
2004
c.3

BRITISH COLUMBIA

BRITISH COLUMBIA

Message from Premier Gordon Campbell

British Columbia has exceptional people, rich resources and the best location anywhere: We're Number 1 in Canada in job creation. Our economy is growing again. Industries like construction, oil and gas and resort development are booming.

As the 2010 Olympic and Paralympic Winter Games approach, those opportunities will grow. We want to ensure that communities, businesses and families all across British Columbia are ready to benefit from the opportunities that are being created.

The following paper is one of four development strategies, outlining opportunities in tourism, procurement, labour supply and trade and investment.

Each of these builds on the steps the province has already taken to unleash the Spirit of 2010, including $1 billion in tax relief, 90,000 regulations eliminated, $1.3 billion of transportation investments, 25,000 post-secondary spaces by 2010, new international marketing campaigns and reforms to open up every sector of our economy.

I invite you to use this resource, and give us your input for additional steps we can take. Together, we'll keep working to build a future full of promise for us all.

Gordon Campbell

Premier of British Columbia

Message from Minister Graham Bruce

A skilled workforce is a fundamental ingredient for prosperity in B.C.

Growing B.C. businesses need skilled workers to produce quality products and services. And a skilled workforce will attract businesses looking to relocate in B.C.

With nearly one million job openings expected in the next decade and preparation for the 2010 Olympics well under way, we also need to ensure economic growth is not hampered by skill shortages.

The Provincial Human Resource Strategy reflects the efforts of business, government, educators and working British Columbians to develop a vision of a twenty-first century workforce equipped with the skills and knowledge to succeed and prosper.

This publication outlines some of the work already undertaken by the provincial government and highlights key labour market facts that will help B.C. businesses plan to meet their human resource needs. It also highlights recommended best practices and some of the innovative solutions being applied today in B.C. workplaces.

The strategy will evolve over the coming years as the public and private sectors continue the work of delivering a skilled workforce for our growing economy.

Graham Bruce

Minister of Skills Development
and Labour

104-04881/
LEGISLATIVE LIBRARY OF BRITISH COLUMBIA
3 3298 00296 3768

TABLE OF CONTENTS

Minister's Message i

Introduction 1

Skills Needed in the B.C. Context 2

Inventory of Provincial Programs 8

- Increasing B.C.'s Workforce
- Feuling Skill Development
- Matching Skills to Need
- Tools for Long-Tern Planning

Best Practices for Employers 16

Skill Solutions in Action 18

More Information 20

INTRODUCTION

As we move forward in this century of change, B.C. must move beyond its traditional "status quo" way of thinking to become a leader in skills and workforce development. In an increasingly globalized marketplace where competition is tighter and competitive advantages more crucial, our provincial and regional economies must be defined by a culture of increasing knowledge and innovation.

It's no overstatement to say that B.C.'s future economy, productivity and prosperity will depend on how well we can equip our workforce with the skills and knowledge to succeed – as will all the health, education and other public services that rely on a healthy economy. That means building a workforce whose skills come as much from their heads as they do from their hands – who can solve problems, adapt to and even lead the process of change, and use technology to work smarter and more productively.

Essentially, it's fostering – through a public/private commitment – a new kind of workforce, with a results-oriented, entrepreneurial mindset.

How boldly and effectively have we begun moving down that path? B.C. has made some progress – government, industry groups and individual employers recognize the challenges ahead and the need to act.

However, we're only just setting out on the road – this isn't a challenge that has fixed start and end dates. While our collective focus is naturally around meeting our 2010 obligations, the real skills crunch will happen after that, as the majority of baby boomers begin retiring. In other cases, such as construction, significant shortages are starting to appear now.

This booklet outlines some of the work already undertaken by the provincial government. It highlights key labour market information and many of the issues that employers and industry groups have talked to us about. It also provides an overview of programs and policies across government that will deliver a positive impact on the skills agenda.

Finally, you'll also find some current and suggested activities that B.C. employers can use to help with their workforce needs. These ideas came directly from employers and sector groups, through a series of detailed discussions over the past two years.

At this stage, this represents a work-in-progress – the beginnings of a provincial human resources strategy that will evolve over the coming years as the public and private sectors continue the work of delivering a skilled workforce for our growing economy.

SKILLS NEEDS IN THE B.C. CONTEXT

Short-term or long-term, B.C.'s need for skilled workers needs to be addressed in order to maintain a healthy economy.

* An October 2001 MarketExplorers survey found 90 percent of B.C. employers agree skills training is critical for the economy.
* Two-thirds felt economic growth is hindered by shortages.

While there is agreement on the need for skills, what is less certain is the extent of the skills gap today and in the future, and what we should be doing about it.

SkillsFACT

Two-thirds of B.C. small and medium sized businesses who had difficulties hiring, said it was because of a lack of qualified candidates.

Canadian Federation of Independent Business

The current labour market

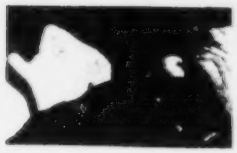
Particular sectors and regions across B.C. are already experiencing short-term gaps. Employers in construction and oil & gas have voiced concern about their inability to fill positions and the loss of production capacity because of those unfilled positions. Some public sector occupations such as doctors and nurses also have regional gaps.

That doesn't say for certain that B.C. is in the midst of a province-wide labour shortage. But we are definitely experiencing a labour supply/demand imbalance that is resulting in skill shortages in some regions and occupations. We have 2.5 people looking for work for every job opening each year, yet we still have an estimated 37,000 job vacancies annually.

WHAT EMPLOYERS ARE TELLING US

In late 2002 the Ministry of Skills Development and Labour held a series of detailed discussions with employers from key sector groups, including forestry, tourism, high-tech, construction and others. The skill strategies they suggested are included later in this document. Here, though, are some of their general observations about the skills issue:

- Current skills shortages are not a critical concern (aside from a few exceptions in certain occupations or regions).
- Concern of future skills shortages, particularly those driven by demographics and regional needs.
- High expectations for the new apprenticeship model, despite only 15 percent of job openings being in traditional apprenticeable trades.
- Disconnect between institutions/educators (both K-12 and post-sec) and businesses over skills required of graduates.
- Disconnect between employers and institutions within the education sector.
- Need for government to maintain quality health care and education: critical to attracting workers to the regions.



Looking ahead: Why is this time different?

B.C. has faced skill crunches many times over the past half century, but in most cases the labour market has eventually corrected itself.

This time around is different. Four factors in particular are driving us toward a potential skills shortage unlike any we've seen in the past, and affecting the degree to which markets may be able to respond on their own.

1. Demographic trends: By 2010 – for the first time ever – the cohort leaving the workforce will exceed the 15-24 age cohort entering it, as baby boomers begin retiring en masse. While productivity improvements mean fewer people can do more work, this will not fully compensate for the large numbers of retirements expected in many sectors.

2. Technological trends in production are creating an increasing demand for workers with the skills and competencies to use new technologies. This trend is raising skill requirements for all jobs.

3. Economic trends are favouring countries and production facilities with a large pool of skilled workers. In order to create niche markets, increase comparative advantage, and attract capital investment, British Columbia must be able to demonstrate that it has a pool of workers with "world class" skills.

4. Global competition for business "inputs" is a serious consideration today. Both capital and labour are increasingly mobile, and will go where they see the best opportunities or return on investment.

Tomorrow's skill needs

The bottom line is fairly straightforward. B.C. will need to attract more people to our workforce, and they'll need a greater level of skill.

The most recent employment projections estimate there will be 913,000 job openings between 2003 and 2015. Here are the top five sectors:

* Health Services (113,898 openings)
* Accommodation, food, and recreation services (110,355)
* Retail trade (109,961)
* Computer & business services (67,132)
* Construction (61,843)

The Olympics and related capital projects will create an additional 132,000 person-years of employment in key sectors such as: tourism; construction; communications; business & related services; and transportation.

However, not all these opportunities will occur at the same time.

SkillsFACT

Along with Japan, Canada has the lowest ratio of younger individuals in the workforce (20 to 39) to those aged 40 to 59.

Where will the pressures be?

In the years ahead, not all sectors will be affected by labour shortages to the same degree. The chart below shows which sectors are most at risk -- it has been developed by the Ministry of Skills Development and Labour using four key criteria:

* **Economic Impact**: does this sector have significant wealth-creating importance to British Columbia, or is it a key to growth in B.C.'s changing economy?
* **Olympic Impact**: is this sector key to successfully preparing for and staging the 2010 Winter Games?
* **Job Growth**: is this sector's growth of jobs higher than the economy-wide average annual job growth rate?
* **Retirement Pressure:** based on the current rates of retirement within each sector, will 50 percent or more of vacancies in this sector be due to retirements?

Skills Pressure Gauge

SECTOR	Economic impact	Olympic impact	Job growth rate	Retirement pressure
Construction	●	●	●	●
Transportation & storage	●	●	●	●
Accommodation, food, recreation	●	●	●	
Communications	●	●		●
Energy (oil & gas, hydro, etc.)	●		●	●
Health	●		●	●
Agriculture and fishing	●			●
Business & related services		●	●	
Education	●			●
Finance, insurance, real estate	●			●
Forestry & wood products	●			●
Mining & related manufacturing	●			●
Personal and other services			●	●
Retail trade		●	●	
Other manufacturing	●			●
Public administration				●
Wholesale trade			●	

B.C. Unique Scenario, COPS 2001-2011 and Rosyln Kunin & Associates

The analysis found that, while there may not be an overall shortage of workers, employers could face significant challenges in filling positions for senior managers and specialized jobs, such as mechanical trades and specialty nurses.

What level of skill will be needed?

B.C. workplaces are becoming increasingly technology-based. Employers are looking for people who understand technology and, more importantly, know how to use it to work smarter and achieve results.

Beyond technology skills, employers are also looking for what are commonly called the "soft skills" – the intangibles that make an employee a good leader or team player.

SkillsQUOTE

Companies are no longer looking primarily for employees... but instead for talent.

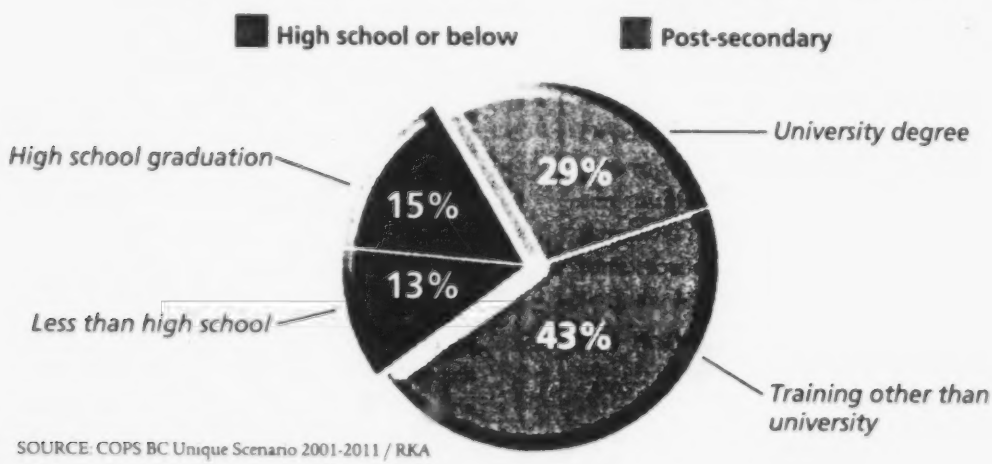
William Bridges
Author of *JobShift*

The BC Business Council's *2002 Skills and Attributes Survey* of members lists the top 10 skills that B.C. employers are looking for in job applicants:

* Teamwork
* Interpersonal skills
* Problem solving
* Speaking/listening
* Leadership
* Planning/time management
* Writing
* Critical thinking
* Reading
* Computer skills

The emphasis on thinking, practicality and results also becomes apparent when you look at the labour market analysis of where job openings will be by the end of the decade. In B.C., of the estimated 913,000 job openings between 2003 and 2015, almost three-quarters of them will require some type of post-secondary education, though not necessarily a four-year university degree.

Level of Education Needed for projected job openings, 2003-2015



SOURCE: COPS BC Unique Scenario 2001-2011 / RKA

Positioning B.C. for the future

Developing and attracting the talent we need requires the commitment of the private sector, government, public sector, educators, labour and communities. While the impetus for economic growth must come fundamentally from business, a cohesive provincial strategy requires some involvement by government.

The overview of programs and policies you'll find on the following pages highlights government's contribution to a skilled workforce. In all, the provincial government funds around $1.6 billion worth of skill- and education-related programs each year. In addition, it also has a responsbility to:

- Collect, analyze and share the best available data on skill shortages to fuel good decision-making.
- Manage B.C.'s education/training system to be responsive to regional economies and needs.

Federal Contributions

The federal government is an important contributor to human resource development in B.C., investing $400 million in employment and training services for British Columbians. Both levels of government work together to ensure programs provide maximum benefit.

$291M	Employment Programs for Employment Insurance clients
$50M	Aboriginal Human Resource Development Agreements
$26M	Youth employment programs
$36M	Settlement Services for Immigrants

A Strategic Investment in Post-Sec

The provincial government is positioning B.C. to stay on top of the demands for greater training with a comprehensive Strategic Investment Plan, featuring three compnents:

1. Access -- the overall growth in post-sec spaces (25,000 between now and 2010) will double the growth rate for the 18-29 cohort.

2. Research -- investing in the research activities that are the catalyst for new ideas, products and technologies, positioning B.C. as a knowledge leader.

3. Skills development -- developing new models of public/private training initiatives, where sectors work with local post-secondary institutions to meet skill needs.

Add to that another $400 million invested by the federal government in B.C. (see below), the training capacity of more than 1,100 private training institutes, and results delivered by the 110 job-matching Web sites available to British Columbians.

Training isn't enough

A number of factors can influence how skills shortages are created, and the degree to which the labour market can correct itself.

Training is often the solution first considered to solve the skills shortages; however, it is only one of a number of strategies that can help address the problem. While training is important, training alone will not help us fill all of the projected job vacancies.

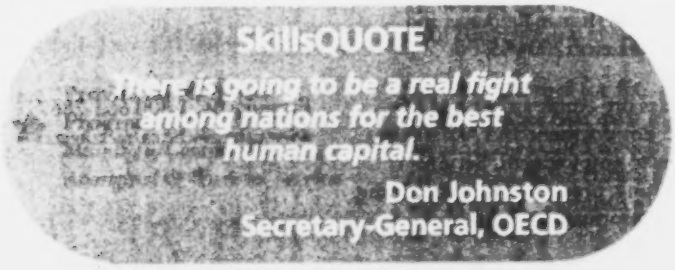
Today, there are nearly 680,000 students between kindergarten and Grade 12 in our schools. Even if we graduated every single one of those students and placed them into jobs from now until 2015, we would only be able to fill 74 percent of the upcoming job openings.

Clearly other solutions must also be developed, to address things like:

Work organization and productivity.

- The degree to which organized labour and employers can develop solutions within collective agreements.
- The role that self-regulating professions have in developing strategies for credential recognition and licensure to help more skilled immigrants work in their area of expertise.

With $2 billion in government investment as a starting point, B.C. is clearly well positioned to address the upcoming skills challenge. However, we must also look at the lessons learned in other jurisdictions nationally (Alberta, Ontario and others) and abroad (the UK, Australia).


SkillsQUOTE
"There is going to be a real fight among nations for the best human capital."
Don Johnston
Secretary-General, OECD

Much work also needs to be done by government, business, labour, professional associations and accrediting organizations to break down barriers to training, credentialling and skills transfer.

This document highlights some of the practical initiatives underway in British Columbia. First up are initiatives sponsored by the provincial government; following that are best practices that employers and industry groups have found effective. There are also many federal and community-based initiatives that employers and job-seekers can tap into, helping create a more comprehensive strategy in the years ahead.

The provincial programs and policies are grouped under four key objectives:

1. Increasing our workforce
Our focus here is on maximizing our province's workforce by:

- Making sure we also develop made-in-B.C. talent. In particular, we must tap into the under-utilized populations in our province (youth, women, Aboriginal people, persons with disabilities, immigrants), helping them to become more active in our workforce.
- Attracting skilled people from outside the province.

2. Fueling skill development
In addition to making sure we can bring new people into the workforce, it is critical that we also improve the skill level of today's employees. The initiatives in this section are helping both new and existing workers.

3. Matching skills to need
Creating a skilled workforce is only part of the job – just as important is making sure employers can find the right people. While job-finding services are best left to the private sector, there are some key government initiatives that will help match skilled people to sectoral needs.

4. Tools for long-term planning
Developing a workforce that can drive our growing economy is a dynamic process – a continuing evolution of new ideas and initiatives to help us anticipate and meet tomorrow's needs. The programs and policies in this section are aimed at long-term workforce development and management – province-wide and sectorally. They may not directly impact your organization or career, but they are integral to our future growth.

PROGRAM	DESCRIPTION	MORE INFO
Aboriginal Employment Partnership Initiative (AEPI) *Ministry of Community, Aboriginal & Women's Services*	The AEPI links training programs for Aboriginal employees with areas where employers are expected to hire in the future. It also works with employers to remove barriers that prevent Aboriginal people from entering the workplace.	604 987-4469
Bridging Employment Program *Ministry of Human Resources*	This program helps between 400 and 600 B.C. Employment and Assistance clients - who are survivors of abuse - overcome employment barriers that prevent them from moving into the workforce.	Enquiry BC 1 800 663-7867 www.mhr.gov.bc.ca/factsheets
Canadian Learning Bank -- International Credential Evaluation Service (ICES) and Credit Review Service *Ministry of Advanced Education*	ICES is administered by the British Columbia Institute of Technology (BCIT) and is available to help people who have studied in other provinces or countries to get recognition of their credentials in comparable B.C. terms.	ICES: 604 431-3496 www.ola.ca/ices CRS: 604 432-8739 www.crs.bcit.ca
Child care subsidy program *Ministry of Community, Aboriginal & Womens' Services*	This program provides low-income parents who are working or participating in training with financial assistance to help them pay for child care. The program is accessed through Ministry of Human Resources and expects to fund 30,600 children in 2004/05.	Enquiry BC 1 800 663-7867 www.mcaws.gov.bc.ca/childcare
Community Assistance Program *Ministry of Human Resources*	This program provides pre-employment and life skills services to B.C. Employment and Assistance clients facing barriers to employment. Services include life skills training, pre-employment training and referrals to other community services.	Enquiry BC 1 800 663-7867 www.mhr.gov.bc.ca/factsheets
Direct Purchase of Training *Ministry of Human Resources*	People on B.C. Employment and Assistance who have specific training included as part of their employment plan can have that training funded through Direct Purchase.	Enquiry BC 1 800 663-7867 www.mhr.gov.bc.ca/factsheets
Employment Program for Persons with Disabilities *Ministry of Human Resources*	This program provides persons with disabilities access to: pre-employment services; planning & employment services; self-employment services; disability supports; and assistive technology.	Enquiry BC 1 800 663-7867 www.mhr.gov.bc.ca/pwd/eppd.htm

Here's what they mean:
- ★ Programs for employers
- ⬢ Programs for workers
- ■ Programs for job seekers
- ● Programs for students

PROGRAM	DESCRIPTION	MORE INFO
Forestry Revitalization Transition Trust *Ministry of Forests*	A $75 million trust fund established to mitigate the adverse employment impacts of restructuring within the forest sector.	250 387-8486 www.for.gov.bc.ca/mof/plan/#trust
Loan Forgiveness for Doctors, Nurses, Pharmacists and Midwives *Ministry of Advanced Education and Ministry of Health Services*	This program encourages health care professionals to relocate to underserved communities by forgiving a portion of their B.C. Student Loan for each year they work in a designated community.	250 387-1427 (Victoria) 1 800 561-1818 www.bcsap.bc.ca
Medical Training Expansion and expansions of nursing and allied health professions training *Ministry of Advanced Education and Ministry of Health Services*	Government is nearly doubling the annual number of medical school grads by 2005 and is funding 1,813 new nurse-training spaces by 2006/07.	Medical expansion:604 822-4482 Nurse training: 1 888 664-2256 www.admissions.med.ubc.ca
Provincial Nursing Strategy *Ministry of Health Services*	Includes the Health Care Scholarship Fund, Nurses Education Bursary, Midwife Bursary, LPN Pharmacology, Return to Work Program and associated grants.	250 952-3540 www.healthservices.gov.bc.ca/ ndirect/nstrategies.html
Prior Learning Assessment and Recognition (PLAR) *Ministry of Advanced Education*	Post-secondary institutions offer assessments of prior learning as a cost-effective and efficient way for students to get recognition for the skills and knowledge they have acquired through means other than conventional study.	Contact your nearest post-secondary institution www.aved.gov.bc.ca/branches/ psed/institut/institut.htm
Provincial Nominee Program (PNP) *Ministry of Community, Aboriginal & Womens' Services*	The PNP is a tool for B.C. employers to fill critical skill shortages that exist in the labour market by nominating skilled foreign workers who bring expertise in those critical skills areas. This program will bring 300 nominees with critical skills into B.C. in 2004/05.	250 387-6540 www.mcaws.gov.bc.ca/amip/pnp
Public sector employers collective bargaining mandate *Public Sector Employers' Council*	Employers or employer associations in the public sector may bring forward proposals for labour market increases for occupational groups where a critical shortage is demonstrated.	250 356-6983
Strategic Investment Plan for B.C.'s public post-secondary system *Ministry of Advanced Education*	Government is expanding the public post-secondary system at double the rate of growth in the 18-29 cohort. This will provide 25,000 new seats by 2009/10 (11,811 over the next three years).	1 888 664-2256
Vocational Rehabilitation services *Workers' Compensation Board*	Provides assistance to injured workers to help them return to work as quickly as possible. Services include employability assessments, vocational planning & counseling, skill development, job readiness training and job placement.	1 866 266-9404 www.worksafebc.com

PROGRAM	DESCRIPTION	MORE INFO
Aboriginal Business, Entrepreneurship and Skills Training (BEST) *Ministry of Community, Aboriginal and Women's Services*	The Aboriginal BEST training series supports young Aboriginal entrepreneurs in identifying and creating self-employment opportunities in their own communities and within the broader B.C. business setting.	250 387-2179
Aboriginal FIRST (Futures in Recreation and Sport Training) *Ministry of Small Business and Economic Development*	This program provides leadership training for aboriginal youth in the areas of aquatics, scuba, backcountry recreation and community recreation planning.	250 356-1168 www.sport.gov.bc.ca/Aboriginal
Adult Basic Education (ABE) programs and Adult Literacy Cost-Shared program *Ministry of Advanced Education*	ABE programs range from literacy programs to advanced and provincial levels. In addition to providing essential and academic skills, ABE and literacy programs provide education and career planning to prepare adult learners with life and employment readiness skills.	Contact your nearest post-secondary institution www.aved.gov.bc.ca/abe www.aved.gov.bc.ca/literacy
B.C. Aerospace Strategy *Ministry of Advanced Education*	Government has invested $20 Million to create 500 new student spaces in aerospace programs by 2005/06 and create an Aerospace Consortium to support long-term planning.	1 888 664-2256
Career Preparation and Co-op Education Programs *Ministry of Education*	Local school district programs that include a work experience component, and are designed to help students explore an occupation, and gain skills that are needed in the workplace.	250 356-9025 www.bced.gov.bc.ca/careers
Continuing and specialty education for nurses *Ministry of Health Services*	This program provides funding for skills upgrading for nurses, and supports certification of much-needed nursing specialties such as intensive care units and emergency rooms. The program serves up to 500 nurses per year.	250 952-3540 www.healthservices.gov.bc.ca/ndirect/nstrategies.html
English as a Second Language programs *Ministry of Advanced Education*	ESL programs delivered through post-secondary institutions range from literacy to advanced levels, and include specific courses in English for work or for specific occupations.	250 356-7738 www.aved.gov.bc.ca/esl/welcome.htm

Here's what they mean:
- ★ Programs for employers
- ● Programs for workers
- ■ Programs for job seekers
- ● Programs for students

PROGRAM	DESCRIPTION	MORE INFO
First Citizens Fund, Business Loan Program *Ministry of Community, Aboriginal & Women's Services*	The First Citizens Fund is a perpetual fund established in 1969. Interest on the fund is dedicated to enhancing cultural, educational and economic development opportunities for Aboriginal people in B.C., including developing the skills needed to start and grow a business.	www.mcaws.gov.bc.ca/fcfund/business_loan.html
Government Publication Services, Training & Apprenticeship and K-12 curriculum guides *Ministry of Management Services*	This initiative provides public access to trades and apprenticeship training materials, and K-12 curriculum guides. Information is normally purchased by public and private training organizations on a cost-recovery basis.	1 800 663-6105 www.publications.gov.bc.ca
Graduation Program 2004 *Ministry of Education*	This program is intended to support achievement for public school students. It includes more choice in elective areas, giving districts flexibility to develop programs that meet the needs of local businesses. A new Planning 10 course is also being introduced to help students explore career options, plan their future and develop employability skills.	250 387-6398 www.bced.gov.bc.ca/graduation/
Industry Training Authority *Ministry of Advanced Education*	The ITA is a new, industry-led model for meeting the skill needs of apprentices, employers and communities. $77 million per year will be invested in training to meet the critical skills needs of industry. By 2006/07 the number of apprentices & trainees is expected to reach a total of 30,000.	1 866 660-6011 www.aved.gov.bc.ca/industrytraining
Labour Market Development Agreement *Ministry of Human Resources*	The Labour Market Development Agreement is a provincial/federal collaboration to streamline efforts to help unemployed British Columbians move into sustainable employment.	604 666-2282 for the nearest Human Resources and Skills Development office www.bc.hrdc-drhc.gc.ca/59/index_e.shtml
Oil & Gas Education and Training Initiative *Ministry of Energy and Mines*	As part of the Oil & Gas Development Strategy, the Province will provide up to $500,000 in matching funds for projects related to skill development in the oil & gas sector for 2003/04 and 04/05. These projects will be cost-shared with industry.	250 952-0820
B.C. Open University / Open College *Ministry of Advanced Education*	B.C. Open University and Open College serve 16,000 students per year, offering access to more than 500 post-secondary courses through a distance education model.	604 431-3000 www.bcou.ca
Open School BC *Ministry of Management Services*	Open School BC provides parents and students with professionally designed K-12 courses and learning resources that meet the B.C. Ministry of Education curriculum standards and requirements. Open School BC courses are modular, and built for students to be able to work at their own pace.	1 888 883-4766 www.openschool.bc.ca

PROGRAM	DESCRIPTION	MORE INFO
Post-secondary co-op education programs *Ministry of Advanced Education*	Post-secondary institutions offer a range of coop education programs that provide relevant work experience opportunities for students as they complete their studies.	Contact your nearest post-secondary institution www.aved.gov.bc.ca/branches/psed/institut/institut.htm
Rural Health *Ministry of Health Services*	Rural health works with regional health authorities, physicians and other partners to enhance delivery of rural medical care. Initiatives include: rural retention, supports for specialty training, recruitment assistance and travel assistance.	250 952-3588 www.healthservices.gov.bc.ca/rural
Secondary School Apprenticeship *Ministry of Advanced Education and Ministry of Education*	A provincial program consisting of workplace-based training where secondary students register as apprentices. Students earn up to 16 credits towards graduation, and can access a $1000 scholarship if they continue with their apprenticeship. 15 pilot programs exploring innovations in this area are currently operating.	250 356-9025 www.aved.gov.bc.ca/industrytraining/ssa-spring-03.htm
Serving it Right: the Responsible Beverage Service Program *Tourism BC and the Ministry of Public Safety and the Solicitor General*	This program educates liquor licensees and servers about the legal responsibilities of holding a liquor license, the effects of liquor on the human body, provides tools for recognizing the signs of intoxication, and for dealing with difficult situations involving liquor service.	604 930-9770 www.go2bc.ca
Superhost *Tourism BC*	Eight individual workshops that provide information and tools to improve the quality of service in the tourism sector, and create awareness about the tourism industry's contribution to the economy.	250 387-1711 or 604 660-2861 www.tourism.bc.ca/training_services.asp?id=1222
Training for Jobs (TFJ) program *Ministry of Human Resources*	Short-term skills development training and other supports that B.C. Employment and Assistance clients require to find and keep a job. Services include employability skills, industry-specific skills, job search, job placement, and work experience. the program also includes an ESL component.	Call Enquiry BC 1 800 663-7867 www.mhr.gov.bc.ca/factsheets/2002/TFJ_pilot.htm
Training programs for agriculture producers *Ministry of Agriculture, food & Fisheries*	Provides skill development opportunities for producers and employees in the agriculture sector.	www.agf.gov.bc.ca
Youth Agreements *Ministry of Children and Family Development*	This program assists youth in stabilizing and reducing risk to their lives by facilitating their rehabilitation and educational needs, which support them in both short and long-term participation in the labour market.	250 387-7654 www.mcf.gov.bc.ca/youth/youth_agreements.htm

Here's what they mean:
- ★ Programs for employers
- ⬢ Programs for workers
- ■ Programs for job seekers
- ● Programs for students

PROGRAM	DESCRIPTION	MORE INFO
Agriculture Labour Partnership Committee *Ministry of Skills Development and Labour, Ministry of Human Resources and Ministry of Agriculture, Food & Fisheries*	The committee is a forum with industry and the federal government to discuss and determine short and long-term solutions to labour market issues in the agriculture sector.	250 763-9790 www.bcac.bc.ca
BC Unique Scenario, Canadian Occupational Projection System (COPS) *Ministry of Advanced Education*	The latest COPS occupational projections provide information about employment demand for 510 occupations to the year 2011.	1 888 664-2256 www.aved.gov.bc.ca/labourmarketinfo/eb.htm
Confirmed Job Program *Ministry of Human Resources*	Provides a one-time grant of up to $250 to B.C. Employment and Assistance clients who can show that they have a job offer, but need some help with essential elements needed for that job (e.g. transportation to the job, safety clothing). The program serves up to 4,000 clients per year.	Call Enquiry BC 1 800 663-7867 www.mhr.gov.bc.ca/factsheets/2002/ConfirmJob.htm
go2, the resource for people in tourism *Tourism BC*	An organization which helps B.C.'s tourism industry attract and keep a dynamic, skilled workforce, services include a job matching service, accredited training programs, and supports for recruitment and retention.	604 930 9770 www.go2hr.ca
Health Match British Columbia *Ministry of Health Services*	Health Match BC is a no-fee comprehensive recruitment and retention tool that assists B.C. communities in filling rural physician, and rural and urban registered nurse vacancies.	250 952-2459 www.healthmatchbc.org/default.asp
"Hire a Worker Program" and Job Finder program *Workers' Compensation Board*	Employers using this program provide suitable workplaces for workers who have been injured, and are re-entering the workforce.	1 866 266-9404 www.worksafebc.com
Job Placement Program *Ministry of Human Resources*	The Job Placement Program is designed to assist the most job-ready B.C. Employment and Assistance clients to obtain sustainable employment. Depending on client needs, service providers may deliver a range of pre-placement, employment placement and post-placement services and supports, such as: identifying and providing information on available jobs and employers looking to hire; and assisting clients during their interview process with prospective employers.	Call Enquiry BC 1 800 663-7867 www.mhr.gov.bc.ca/factsheets/2003/JobPlacement.htm

PROGRAM	DESCRIPTION	MORE INFO
Labour Market Information Products *Ministry of Advanced Education*	The ministry provides comprehensive and easily accessible education, career and labour market information, including information on public post-secondary programs, apprenticeship options, entry-level career options and other information to assist in career planning.	1 888 664-2256 www.whatskey.org
Public Post-Secondary Student Outcomes Survey Projects *Ministry of Advanced Education*	Feedback to post-secondary institutions on the experiences and outcomes of former students is important for maintaining a high-quality, relevant & accountable post-secondary system. Student feedback also helps inform prospective students who are choosing career paths.	1 888 664-2256 outcomes.bcstats.gov.bc.ca www.tupc.bc.ca/student_outcomes
Work Futures *Ministry of Advanced Education*	Work Futures provides comprehensive information on a range of career options, to help students make career and personal choices. This information also aids post-secondary program planning.	1 888 664-2256 www.workfutures.bc.ca

Here's what they mean:

- ★ Programs for employers
- ● Programs for workers
- ■ Programs for job seekers
- ● Programs for students

PROGRAM	DESCRIPTION	MORE INFO
B.C. Regional Science & Technology Network *Ministry of Small Business and Economic Development*	Provides support and information to innovators, entrepreneurs, students, businesses and organizations in science & technology by acting as a conduit to services, including training and human resource development.	604 438-2752 www.scbc.org/info/pwn/independent.html
Canada -- BC Business Service Centre *Ministry of Small Business and Economic Development*	A federal/provincial partnership providing a single window with a wide range of business information services, including information on government programs to support human resource development.	604 775-5525 or 1 800 667-2272 www.smallbusinessbc.ca
Certification, Licensing and Quality Management of the Safety Standards Act *Ministry of Community, Aboriginal and Women's Services*	The Act determines the certification and licensing necessary to meet minimum safety standards for the installation and operation of electrical, elevating, boiler and pressure vessels, railways and gas equipment. Primary focus for the legislation is to ensure public and worker safety.	1 866 566-SAFE (7233) or 250 356-7427 (Victoria) www.safetyauthority.ca
Employment Standards Averaging Agreements *Ministry of Skills Development and Labour*	To meet the need for flexibility in a changing work environment the Employment Standards Act allows employers and employees enter into "Averaging Agreements" - agreements that permit hours of work to be averaged over 1, 2, 3 or 4 weeks.	1 800 663-3316 www.labour.gov.bc.ca/esb/facshts/averaging_agreements.htm
First Job Wage *Ministry of Skills Development and Labour*	First Job/Entry Level wage rate can be applied to employees with little or no paid work experience. Employers can pay a minimum of $6.00 per hour for the first 500 hours of employment with one or more employers.	1 800 663-3316 www.labour.gov.bc.ca/esb/facshts/firstjob.htm
Health and Safety Centre *Workers Compensation Board*	The WCB works with workers and employers to prevent workplace accidents and disease. WCB provides resources to help create a safe and healthy workplace.	1 800 621-SAFE (7233) www.healthandsafetycentre.org/s/Home.asp
Medical Services Plan *Ministry of Health Services*	MSP is the medical insurance plan for residents of B.C. It provides reasonable access to quality medical care, health care and diagnostic facility services. This provides a competitive advantage for B.C. employers looking to recruit workers from outside B.C.	1 877 955-5656 www.healthservices.gov.bc.ca/mspinfogroup
10 Year Health Human Resources Plan *Ministry of Health Services*	To assist the ministry to be an effective steward of the health system, a 10-year health human resources plan is under development.	250 952-3122 www.healthservices.gov.bc.ca/planning/planning_framework.html

BEST PRACTICES FOR EMPLOYERS

Employers have more than one response to skills shortages, both now and in the future. The Ministry of Skills Development and Labour generated this list of actions through research and discussions with B.C. sector groups and employers. It is intended to help employers and business groups across B.C. consider and plan new strategies for their labour needs.

Enhance recruiting

- Marketing efforts to change the public image of work in a particular industry or business.
- Matching available positions within growth areas to individuals from contraction areas to maximize the possibility of keeping the talent within British Columbia.
- In-house immigration: Companies are developing in-house immigration expertise and strengthening relationships with post-secondary institutions.
- An apprenticeship program has been reactivated to address shortages in the transportation segment of the oil and gas industry.
- Develop a labour pool where employees would work for an association of companies to help provide better continuity.
- Develop partnerships with First Nations to increase participation of Aboriginal people in the workforce.
- Focus on seniors as a potential source of limited labour needs.
- Changes in wages and compensation.
- The use of technology in tracking work experience, training and certifications is being considered to maintain up-to-date inventories of qualified workers.
- Industry-specific online recruiting systems are being developed as a tool to attract qualified workers into certain sectors.

Improve productivity

- Changes in scheduling.
- Changes in work organization to maximize production and employee incomes.
- Technological improvements to increase productivity.
- Greater reliance on capital and technology to fill labour gaps.
- Outsourcing certain activities or business areas.

Improve retention

- Implement specific strategies to help employees balance work requirements with family life.
- Develop in-house training programs (larger employers).
- Provide incentives to older workers to put off retirement or work part-time.
- Training through schools & post-secondary institutions.
- Greater attention on working conditions and the working environment can yield positive and more lasting results than wage increases alone.
- Compensation strategies can be implemented to attract and retain certain workers.

Build a long-term HR plan

- Several employers within key B.C. sectors are currently monitoring the demographic composition of their workforce and planning accordingly.
- Partnerships with school districts or post-secondary institutions: For example, an aviation career preparation program through the Richmond School District was initiated through the efforts of an aviation company. It has been very successful in attracting students into aviation industry careers.

Workplace of the Future?

In the future, it is likely that there will be far more flexibility in employment. Employers will recruit labour from groups that have to this point been under-represented in the labour force, such as people with disabilities and the elderly.

Early retirement will probably be less of an option and perhaps a mandatory retirement age will be a thing of the past, allowing older workers who wish to continue working to do so. There will likely be more opportunities for part-time work as well as other flexible work arrangements, such as working from home. Increases in productivity through investment in capital may also help alleviate some of the labour shortage.

BC Stats
Small Business Quarterly, June 2002

SKILL SOLUTIONS IN ACTION

In many cases, the solutions provided on the previous two pages have moved beyond the "idea" stage, and are now being used in workplaces around the province. Here are some examples of skill solutions in action.

Adjusting hours of work

Port of Vancouver has ten permanent staff working in the harbour patrol area. As the Port moved to an expanded role and required 24-hour coverage of Port activity, staff in the area were allowed to determine their own shift scheduling. The employer's only stipulation was that shift arrangements comply with Employment Standards. This arrangement has been in place for five years. Giving staff control over their own scheduling has helped reduce turnover, absenteeism and injury rates.

Adjusting hours of work

Bandstra Transportation system operates from three locations in the province. The company has truck drivers running typical long-haul shifts between the locations; but 4-5 years ago they changed scheduling, and now have have drivers meet half-way, switch loads and return home. Drivers are doing fewer overnight runs, which has resulted in a 40-50 percent productivity increase, less wear and tear on the rigs, and reduced staff turnover.

Targets for hiring

Howe Sound Pulp and Paper identified the need to bring in young apprentices in order to create successorships in many of their skilled trades areas. The company has increased its apprenticeships from 1 per year to 11 by negotiating revised criteria for hiring apprentices with the union.

Linkages with educational institutions

Teck Cominco has developed a partnership with Simon Fraser University, Selkirk College and the University College of the Cariboo to develop an MBA program that can be delivered to anyone in the Trail area. Instructors from SFU come to Trail for three weekends over the three months, and the local colleges manage the student administration.

Partnerships

Duke Energy and Slocan Forest Products, working with the three northern school districts, First Nations and Northern Lights College have created the Northeast B.C. Community Learning Council. Through this initiative, they have developed the concept of a regional campus -- streamlining training and expanding options for training in critical skill areas for local high school students.

Use of temporary/seasonal workers

Mount Seymour has developed reciprocal agreements with a number of summer tourism operators in the area, in order to provide more year-round employment options for workers. Job postings and hiring are now done with an eye to the expanded set of employment duties.

Retention of workers in the heartlands

Duke Energy identified a problem with employee retention as staff moved up through middle management. With headquarters located in Vancouver, it was difficult to attract senior-level staff back to Northeast B.C. In order to be a visible presence in the community, and to provide career growth options, the VP operations and senior HR personnel were relocated to Fort St. John. The company has since seen a reduction in turnover at all levels.

Developing a long-term HR plan across the sector

In order to meet the challenge of expanding B.C. tourism, the sector developed a long-term human resource strategy that it unveiled in 2003. To meet the challenges identified in its plan, a new sector association -- called *go2* -- was created to provide HR support to businesses in the sector. Earlier in 2004, *go2* launched an online job posting tool to help employers find workers with the right skill sets.

Recruiting from new sources

The Roofing Contractors Association of B.C. and SUCCESS (which provides services to immigrants) have developed a program which fast-tracks immigrants into roofing apprenticeships. This five-month preparatory program is equivalent to the first year of an apprenticeship. After completing the program apprentices are referred to professional roofing contractors to begin the second year of their apprenticeship.

Changing production practices

Weyerhaeuser is working with First Nations groups to identify where there is capacity and interest by First Nations to take over logging operations as contractors.

Enhance linkages with schools

Destinations and Tourism Vancouver work with the Vancouver School District to hold professional development days focused on tourism. This has helped raise awareness among teaching staff about the range of career paths in the tourism sector.

Recruiting from other countries

When hiring for senior positions or specialized skills, Crystal Decisions often has to recruit from outside of Canada. In order to streamline the process, they have developed in-house immigration expertise, to help smooth the relocation process for prospective employees.

Enhance linkages with schools

Air Canada worked with the Richmond School District and the local union to implement an Aviation Maintenance Orientation program at C.E. London Secondary School in Richmond. This is a three-year program that begins in high school. Air Canada provides the work experience component, and the union helps deliver the training.

Increasing recruitment from within the Aboriginal community

With the support of the Aboriginal Employment Partnership Initiative (AEPI), the Royal Bank of Canada (RBC) identified a gap in their recruitment and retention of Aboriginal people, and then took steps to improve their internal processes. The AEPI helped create new partnerships between the Aboriginal community and RBC - the results were stronger RBC initiatives, such as the Aboriginal Stay in School Program, and new programs such as Cross Cultural Training, which RBC delivers in all branches that will be hiring Aboriginal students.

MORE INFORMATION

For more info on skills shortages and skills development in B.C., please see:

- www.labour.gov.bc.ca/skills/

Other useful links for business and industry

- Canada-BC Business Service Centre: www.smallbusiness.bc.ca
- Human Resource Management Resources through the Business Gateway (a government of Canada resource): www.hrmanagement.gc.ca
- For information on long-term sector planning: Alliance of Sector Councils: www.councils.org

Published by:
The Ministry of Skills Development and Labour
Government of British Columbia

BRITISH
COLUMBIA